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THE CARNEGIE DUNFERMLINE TRUST.

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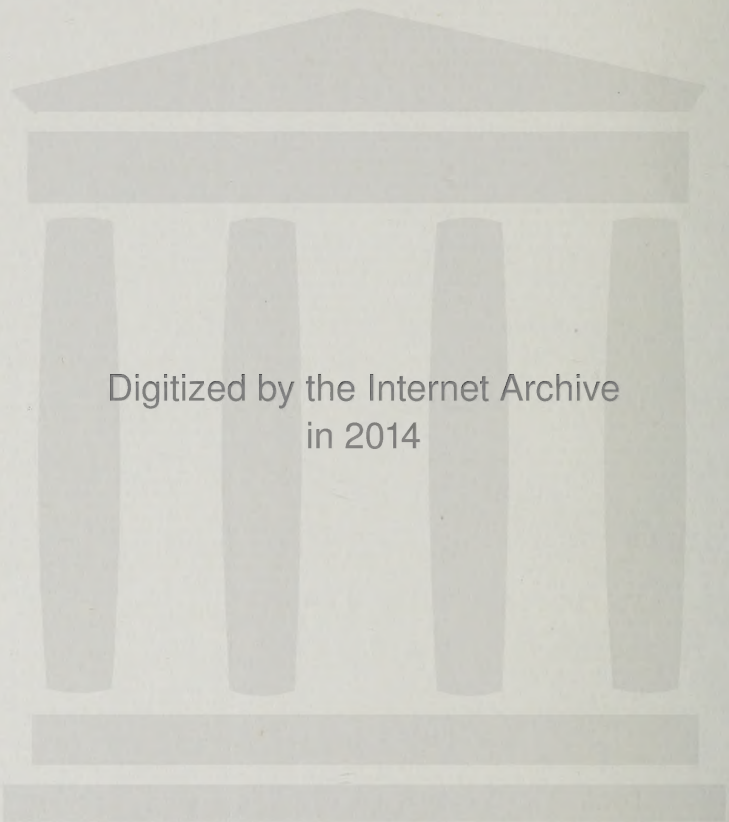
I. DEED by Mr Carnegie creating the Trust.

II. LETTER by Mr Carnegie expressing the purposes of the Trust.

III. ADDRESS by the Chairman of the Trustees delivered at the First Meeting, held on 28th August 1903.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I. DEED by Mr Carnegie creating the Trust.

I, ANDREW CARNEGIE, of New York, and of Skibo, in the County of Sutherland, Scotland, in pursuance of a duty which I have long felt incumbent on me, and which I have so far already endeavoured to discharge, vizt. :—To distribute in my lifetime the surplus wealth which I possess in such a manner as shall best advance the well-being and happiness of the greatest number of beneficiaries; **And** being desirous of testing by experiment the advantages which a community may derive by having placed at its disposal, under the administration of public-spirited and intelligent men chosen from among themselves, funds dedicated to the purpose of providing the means of introducing into the daily lives of the masses, such privileges and enjoyments as are under present circumstances considered beyond their reach, but which if brought within their reach are calculated to carry into their homes and their conduct sweetness and light; **And** being assured that the friends hereinafter named, who are well-known to me as having shown by their public spirit their interest in duties such as I desire to assign to them, will carry out to the best of their ability the Trust hereby reposed in them, and will as occasion arises elect fit successors to succeed themselves; but being also persuaded that it is desirable that they should always be in accord

with and be strengthened by having associated with themselves Members of the Corporation of Dunfermline, and of the School Board or Educational Authority of the Burgh of Dunfermline for the time being ; **Therefore** I hereby undertake and bind and oblige myself, my heirs, executors, and successors forthwith validly to deliver to or transfer to and vest in the following persons, who are all resident in or about Dunfermline, and in such other person or persons as they may hereafter assume to act in room of such of their number as may die or resign office, as Trustees for the purposes aftermentioned, vizt. :—

1. Henry Beveridge, of Pitreavie.
2. James Brown, Dyer.
3. The Right Honourable Edward James Lord Bruce.
4. Andrew Burt, Solicitor.
5. The Revd. Wm. George, M.A.
6. John Hynd, Miner.
7. James Currie Macbeth, Solicitor.
8. George Mathewson, Manufacturer.
9. William Robertson, Manufacturer.
10. John Ross, LL.D., Solicitor.
11. Andrew Scobie, Architect.
12. Andrew Shearer, Manufacturer.
13. The Revd. Robert Stevenson, M.A.
14. Alan Leonard Smith Tuke, Bachelor of Medicine and Master of Surgery.
15. Robert Emery Walker, Manufacturer.
16. John Weir, Miners' Secretary.

And also in six Members of the Corporation of Dunfermline and three members of the School Board of Dunfermline or other Educational Authority of the Burgh for the time being, the first appointed to act being chosen by these bodies within two months from the date hereof to serve for a period not exceeding three years, and thereafter to be chosen every three years in all time coming, the Provost of the Corporation and the Chairman of the School Board or other Educational Authority for the time, being always of the said six and three Members respectively, providing always that in the event of any failure by the above bodies to elect Members, the other Trustees shall have full power to act alone; **First, BONDS OF THE UNITED STATES STEEL CORPORATION,** of the aggregate value of Two million five hundred thousand dollars, and bearing interest at the rate of five per cent. per annum, together with the interest which may accrue on the said Bonds from and after the 25th day of November 1903; and **Second,** the **PROPERTY IN DUNFERMLINE,** recently acquired by me from James Maitland Hunt, Esquire, of Pittencrieff (with certain exceptions), **WHICH BONDS** and **PROPERTY** shall be held and administered by the Trustees before named and referred to, **in Trust** for the purpose of providing such means as they may from time to time devise as being best calculated to carry out in Dunfermline and its environs the experiment which I have

indicated, and which is more particularly explained in a letter by me to the Trustees, dated 2nd August 1903, a copy of which is hereto annexed and is hereby declared to be an integral part of and to be read along with and as explanatory of these presents, and declaratory of the duties of the Trustees; but in carrying out the purposes expressed in the said letter I desire the Trustees to have in view that my wish is that they should not relieve the community from their own proper municipal duties, or from the taxation which may properly be required to carry out these duties as they ought to be carried out by an advanced community of intelligent citizens; And I hereby provide that the Trustees herein named or to be assumed or appointed as before provided shall have all the powers and privileges conferred by the law of Scotland on gratuitous Trustees, and that the Trustees in their joint capacity shall be known and designated as "The Carnegie Dunfermline Trustees," and that any ten of their number present at any meeting duly called in accordance with the regulations of the Trustees shall be a quorum; And I hereby confer on the Trustees full power to appoint such officers, employees, or work people, as they may consider proper for carrying on the business or work of the Trust, and to assign to them such salaries, or remuneration as in their discretion they may deem suitable; with power to award a retiring allowance in cases that they

may think deserving; And I empower them to make such Standing Orders from time to time as they may consider judicious for carrying on the business of the Trust and to appoint Committees of their number to whom they may delegate any part or parts of the business of the Trust, and to lay down rules in regard to the signature of Deeds, Transfers, Agreements, Cheques, Receipts and other writings for the purpose of securing the safe and convenient transaction of the financial business of the Trust; and I empower the Trustees to purchase for the purposes of the Trust such heritable or other property or effects as they may consider advisable to acquire either by public roup or private bargain at such prices and on such conditions as they may consider reasonable, the title to which may be taken in the names of the Chairman and the Secretary of the Trust and their successors in office in their official capacity for the time being; And I likewise empower them to sell any property or effects which may be so acquired by public roup or private bargain; And I further hereby provide that the Trustees shall be entitled to the whole of the expenses which may be incurred by them in the administration of the Trust, including in such expenses the personal expenses which they or any of their number may incur in attending meetings, or in conducting investigations or visiting other localities for the purpose of acquiring information which it may be thought desirable to obtain in

the interests of the Trust; And I hereby confer on the Trustees all the powers and immunities conferred upon Trustees under the Trusts (Scotland) Acts 1861 to 1891, and without prejudice to this generality the following powers and immunities, vizt. :—Power to uplift and realise the said Bonds and the principal sums therein contained and the interest thereof, to grant discharges or receipts therefor, to sell the said Bonds either by public roup or private bargain, at such prices and on such terms as they may deem reasonable, to assign or transfer the same, to sue for payment of the principal sums or interest, either in or furth of the United Kingdom, to invest the sums which from time to time may be received from the said Bonds or may otherwise come into their hands in the purchase of heritable property, or on such securities as Trustees in Scotland or England or Trustees in the States of New York, New Jersey or Pennsylvania are authorised to invest funds upon, and also on such other securities as they in the exercise of their own discretion may select, and to alter or vary the investments from time to time as they may think proper; all which investments may be taken in the names of the Chairman and the Secretary of the Trust and their successors in office for the time being; And I hereby expressly provide and declare that the Trustees shall to no extent and in no way be responsible for the safety of the said Bonds, or for the sums therein contained, or for the

securities upon which the proceeds of the said Bonds may at any time hereafter be invested, or for any depreciation in the value of the said Bonds or securities, or for the honesty or solvency of those to whom the same may be entrusted, relying, as I do, solely on the belief that the Trustees herein appointed, or to be assumed shall act honourably; And I further hereby empower the Trustees to receive and administer any other funds or property which may be donated or bequeathed to them for the purposes of the Trust; And, inasmuch as it may hereafter be considered necessary or desirable to obtain a Royal Charter of Incorporation, or to obtain powers from Parliament or from the Court of Session, fully to carry out the purposes of the Trust, or to modify and adapt those purposes to circumstances which may hereafter emerge, I hereby authorise the Trustees from time to time to apply for such a Charter or to promote such Bills in Parliament, or to make application for such Provisional Orders, or to present such Petitions to the Court of Session, and that either by themselves or in association with others, for such powers as they may consider desirable, the more effectually to carry out the purposes of the Trust or to modify or adapt them as aforesaid; And I provide and declare that the whole expenses attendant on such proceedings shall be paid out of the Trust Funds; And I appoint that the Accounts of the Trustees shall annually be audited by an

Auditor to be appointed on their application by the Sheriff of the County of Fife, and that an Abstract of the Accounts as audited shall be published for the information of the public in one or more newspapers of Dunfermline, and also that a full Report of their proceedings be made and so published ; And I consent to the registration hereof in the Books of Council and Session for preservation : **IN WITNESS WHEREOF,** these presents consisting of this and the five preceding pages, together with the letter hereto annexed on the three succeeding pages, all written by Thomas Thomson, clerk to John Ross, Solicitor, Dunfermline, are (under the declaration that all the words on the fourteenth line counting from the top of page one, with the exception of the first three words, and all the words on the fifteenth, sixteenth, and seventeenth lines counting from the top of the same page are deleted before subscription) subscribed by me at Skibo Castle, on the eighteenth day of August, Nineteen hundred and three, before these Witnesses, Mrs Louise Whitfield or Carnegie, my Wife, and Andrew Carnegie, Gentleman, residing in Pittsburg, Pennsylvania.

ANDREW CARNEGIE.

Louise Whitfield Carnegie, *Witness.*
Andrew Carnegie, *Witness.*

Registered in the Books of Council and Session on 26th August 1903.

II. LETTER by Mr Carnegie to the Trustees expressing the purposes of the Trust.

Skibo Castle,

Dornoch, August 2nd, 1903.

Gentlemen of the Commission,

The Trust Deed, of which this may be considered explanatory, transfers to you Pittencrieff Park and Glen and Two million five hundred thousand dollars in 5 per cent. Bonds, giving you an annual revenue of Twenty-five thousand pounds, all to be used in attempts to bring into the monotonous lives of the toiling masses of Dunfermline more of sweetness and light: to give to them—especially the young—some charm, some happiness, some elevating conditions of life which residence elsewhere would have denied; that the child of my native town, looking back in after years, however far from home it may have roamed, will feel that simply by virtue of being such, life has been made happier and better. If this be the fruit of your labours you will have succeeded; if not, you will have failed.

It is more than twenty years since I provided in my will for this experiment, for experiment it is. My retirement from business enables me to act in my own lifetime, and the fortunate acquisition of Pittencrieff, with its lovely glen, furnishes the needed foundation upon which you can build, beginning your work by making it a recreation park for the people. Needed structures will have admirable sites upon its edge, in the very centre of population. I have said your work is experimental. The problem you have to solve is "What can be done in towns for the benefit of the masses by money in the hands of the most public-spirited citizens?" If you prove that good can be done you open new fields to the rich which I am certain they are to be more and more anxious to find for their surplus wealth.

Remember you are pioneers and do not be afraid of making mistakes; those who never make mistakes never make anything. Try many things freely, but discard just as freeely.

As it is the masses you are to benefit, it follows you have to keep in touch with them and must carry them with you. Therefore do not put before their first steps that which they cannot take easily, but always that which leads upward as their tastes improve.

Not what other cities have is your standard; it is the something beyond this which they lack, and your funds

should be strictly devoted to this. It is not intended that Dunfermline should be relieved from keeping herself abreast of other towns, generation after generation, according to the standards of the time. This is her duty, and no doubt will continue to be her pride.

I can imagine it may be your duty in the future to abandon beneficent fields from time to time when municipalities enlarge their spheres of action and embrace these. When they attend to any department it is time for you to abandon it and march forward to new triumphs. "Pioneers, always ahead" would not be a bad motto for you.

As conditions of life change rapidly, you will not be restricted as to your plans or the scope of your activities.

Permit me to thank you one and all for the cordial acceptance of the onerous duties of the Trust. Britain is most fortunate in the number and character of able educated men of affairs who labour zealously for the public good without other reward than the consciousness of service done for others. I am most fortunate in having a companion commission in charge of the Trust for the Universities of Scotland, also another in charge of Pittsburg Institute, whose success has been phenomenal as I believe yours is to be. Let me commend a great truth to you which has been one of my supports in life: "The gods send thread for a web begun." Thread will be sent

for that you are about to weave, I am well assured. You have the first instalment already in your Chairman—emphatically the right man in the right place. Indeed, Dr John Ross seems specially designed for this very task, original though it be.

Gratefully,

Your obliged fellow townsman,

ANDREW CARNEGIE.

III. ADDRESS by the Chairman of the Trustees delivered at the First Meeting, held on 28th August 1903.

GENTLEMEN,

My first duty is to extend, on the part of the nominated members, a hearty welcome to those who have been elected by the Town Council and the School Board. The Trust Deed bears that these representatives are expected to add strength to the nominated members, and to help to preserve that accord which should always exist between us as Trustees and these public bodies. I feel sure that this expectation will be realised. We are now met for the purpose of entering upon our duties, and it may be fitting that I should say a few introductory words by way of expressing what I conceive to be the scope of these duties, and the means by which we may best carry them into effect. I feel assured that we are all fully conscious of the responsibility attached to the office which we hold. The monetary value of the property entrusted to us is of itself sufficient to impress us, but that feature pales before the high purpose which the Truster had in view, and which he has committed to us to realise. The purpose has been aptly expressed in the letter, which must always form the rule of our conduct, and which we shall do well

ever to have in view. It calls on us to act on behalf of the masses of Dunfermline. It is the masses who have the claims upon us, and amongst these, pre-eminently those who are the toilers. We are charged to introduce into their lives sweetness and light. It is difficult to express with how much delicacy and knowledge we must handle our instruments for this purpose. Nothing short of a finely trained instinct that unerringly leads without need of debate in the path of safety and rectitude will suffice. It would be so easy to fritter away the money at our disposal, and even to spend it on purposes which might only produce deterioration of character, that it will become us to consider well every step we take. How to produce sweetness and light and how to distribute them, and how to create appreciation for them are the problems that lie before us. Sweetness and light are in themselves intangible and incorporeal, not purchasable by money alone in any market. There must go to the acquisition of them a subtle something which must be supplied not only by ourselves but by our beneficiaries. We shall have to spiritualise our material resources if we are to succeed in realising the Truster's ideal. In doing so we shall fail if we do not begin with ourselves, and in our conduct and aims give evidence that we individually are in pursuit of sweetness and light, which is only saying that we are engaged in the pursuit of perfection. In such a frame we

are more likely to communicate the love of the pursuit to others, to create that glow of life which may lead to the whole of the community ultimately being permeated by thought and sensibility to beauty, and rendered intelligent and alive. As beginners we have little room for boasting of our powers. We cannot assume the prerogatives of the great Creator whose first recorded words are, "Let there be light," and whose works when looked upon could be pronounced "very good;" but while we cannot reach such a height we may yet work toward the same end. No false modesty must deter us; we have accepted a great responsibility, and many keen observers in other countries besides our own will watch how we fulfil it. We shall have doubters and critics around us, but they must not deflect us from our purpose or weaken our wills. We can say to them at once that we are aware of our inadequacies and inconsistencies and that if they desire to dwell on these they have nothing new to tell us and may therefore as well leave us alone. But if we disregard hostile critics we shall, on the other hand, welcome all well-wishers, all friendly counsellors, all who have aspirations in common with our own, all who in whatever place or country have acquired experiences or ideas which may be helpful to us in our work. Although the allotted area of our work is limited, we are fellow-workers with all everywhere who labour for the elevation and happiness of man-

kind, and our influence may be such as to extend itself far beyond the immediate sphere of our operations. It is a specially commendable feature of the Trust that it seeks to introduce sweetness and light into the lives of the multitudes who toil. It is not deterred in its expectations by the obstacles which toil creates to the acquisition of qualities usually associated with leisure and contemplation. It is thus a tribute to labour which it inherently deserves but which with our conventionalities we so often deny to it. In looking forward to our work we see that there are subjects which may attract us but which are of a problematical character and require mature consideration. While these may wait we have abundant practical work to occupy us forthwith. The Park and the Glen are ready to our hand. They may be rendered available almost without a day's delay, but to extract from them all the advantages of which they are capable may give us work for years to come. Our founder has pointed out that on the skirts of the Park there are sites for numerous structures adapted, of course, to purposes in keeping with the scope of our Trust, and already we have had suggestions for halls, museums, winter gardens, art galleries, exhibitions, and such like. All these suggestions we shall duly and carefully consider, but we must remind our advisers that although we have money we have no magician's wand which can rear an institution in the course of a night. While the Park has

ample room for sites, it is delightful to think that both it and its companion the Glen are in virtue of their own nature well fitted to give pleasure to the whole community. They can be conceived as thronged with citizens strolling about enjoying the sunshine and the shade, the grass, and trees and flowers, and with all there will still remain ample space for the young people and their sports and pastimes. Provision for musical entertainments, vocal and instrumental, and lectures, oral and illustrated, may also be immediately proceeded with. Artistes of eminence may be engaged for popular concerts, as well as choirs and bands. Amusements also may be provided, but as regards these there must ever be exercised the caution which takes due care that they are of the right kind, and that they do not become mere agencies for the encouragement of frivolity and time wasting. Work of other kinds will duly follow, and day by day our minds will be educated by our own experience and the experience derived from others. I do not wish to anticipate what in the future the various kinds of work may be. On the contrary, it is of the first consequence that every Trustee should feel assured that no scheme has been decided upon, and that he is thus perfectly free to form his own opinions and to submit his own schemes with the hope of carrying them, provided always that they carry with them the impress of common sense and the prospect of fulfilling to some extent the great pur-

poses of the Trust. But as doubts have been expresed as to the possibility of our finding sufficient outlets for our income let me throw out a few hints. In doing so I shall commit neither you nor myself. I shall merely give illustrations of subjects which will probably call for our consideration. I am embarrassed as to how out of so many that throng for recognition a proper selection can best be made. Let me take at random the external appearance of our own good town to begin with. I take it that we all believe in the educative power of a city's appearance, that it impresses itself upon the minds and habits of its occupants, and that it can exalt or depress according to its character. I assume that the abodes of such a community as our founder desires to see resident in Dunfermline, ought to be seemly and comfortable, that light and air should be abundant, that there should be open spaces filled with trees and flowers, that the public buildings should be noble and suitable and so placed as to harmonise with their surroundings. While this is so, we must remember that we have an ancient city to operate upon, and that it is now difficult, even if it were desirable, radically to change its character. Still, with the possession of the feelings I have indicated, there is much that might be attained even in the interior of our town. Casually looking into a guide book to this country published in New York for the benefit of our cousins from the United States, I instinctively sought

to see what it had to say of Dunfermline, and to my horror I found that the description began "Dunfermline is a dirty, ill-built town." I threw down the book with aversion, but the words continued to haunt me, and with all my antipathy to them, I think you must agree that they give room for reflection. It is good to know what others think of us, to see ourselves as they see us, and it will become us candidly to consider to what extent there may be truth in the statement that Dunfermline is a dirty, ill-built town, and if we should be convinced that there is a grain of truth in the statement it will next be proper for us to consider to what extent we can remove the reproach. We shall not in doing so propose to undertake the proper duties of the Corporation, but still there may be spots, and I think there are many in regard to which we may properly intervene with the result of sweetening and brightening the aspect of our town. I would fain hope that our work in general may so influence the sentiments of the community that some enterprising builder or company will be led to feu a large area in the immediate vicinity of the town, and lay it out for the erection of workmen's houses in the style which is now becoming known as that of the garden city. At present we know that houses for the working classes are exceedingly scarce, and that the additions to the supply are proceeded with upon no system, but every man does as he can amidst difficulties arising from want of space

and the costliness of ground within the precincts of the town. It it thus next to impossible for an ordinary builder to erect houses for working men so as to give them proper accommodation and at the same time to yield to himself a fair return for his expenditure. The case may be different if houses of a sufficient number are erected on the outskirts. These may not only have internal accommodation but they may have external surroundings, rendering them comfortable, attractive, and healthful ; and, if I am correctly informed, it may be possible to erect such houses so as to rent them at a sum within a working man's means and at the same time to yield a fair return upon the expenditure. Undoubtedly the population of Dunfermline is rapidly increasing, and with the prospect of the great naval works in the immediate vicinity, and with the attractions which the exercise of our Trust will create, it may reasonably be expected that the population will in the near future increase still more rapidly. To proceed to other subjects,—we shall have as time goes on carefully to consider as to how the study of music can best be fostered amongst us. We know our founder's personal love of music and the enjoyment he derives from it in his own home. Most of us have heard him express his wish that in Dunfermline, by means of his benefaction, it should become possible for the inhabitants to listen to exquisite music, and be themselves trained to practise it in so far as their time and their talent may

permit. He has expressed himself as desirous that the love for music which is common to every class should be gratified by a payment so small as to be within the reach of the humblest income. I feel sure we sympathise with these desires, and that we can promise without hesitation that they will be respected. You already have local bands, but the members, as I understand, are only able to give fragments of their time to practice, and they labour under other adverse conditions. You have an orchestral society, a choral union, and other musical institutions. All these may be assisted and developed in ways that will not lessen their self-respect, but will place advantages within their reach which would be next to impossible for other than wealthy men and women to obtain. Possibly we may yet have a town's band of trained musicians and a trained choir of singers that may challenge the supremacy at present claimed by some of the towns in Yorkshire. If I can trust my own judgment, we have had throughout my time in Dunfermline many excellent voices that only needed training to render their owners first-class vocalists. Museums must come in due time. I have been surprised at the amount of interest now displayed in providing these for various purposes. They are being re-organised and popularised and rendered educationally most serviceable, as well as a means of affording rational recreation. There is indeed what may be called a revival amongst curators of

museums both in this country and abroad, and an interchange of ideas is going on which indicates a quickening amongst the curators and a view of their work far in excess of what has generally been assumed. Besides having permanent collections lodged in one or more museums, it will be possible to participate in the advantages of itinerant collections of art, and specimens of great value may be brought within our bounds, which practically would be beyond the power of the inhabitants generally to visit in their usual resting places. In the Library, Reading-room, Baths, and Gymnasium, we shall have to join forces with the Corporation and the School Board. These have their work to do, and we must be careful not to overlap their work or to supersede them, but we can act in harmony with them, remembering the statutory limitations placed upon their resources which our funds may supplement and so enable their work to be carried to a further stage than can be done by themselves. Our Trust Deed warns us that we are not to presume to do for the community that which the community ought to do for themselves, but to exercise the high privilege of helping the community by doing that which they have not the power or the means efficiently to do. The experience of Friday last when all the children of the town through the kindness of Mrs Carnegie, enjoyed a holiday fraught with unalloyed pleasure, suggests the propriety of making such

a holiday an annual occurrence. It seemed an excellent institution for creating local patriotism and generating fond associations for the youths referred to by the Truster, who may subsequently roam in other lands. Equally we may find it desirable to give the older scholars facilities for study of nature knowledge and national history by visits to the country and to towns or places of historical interest—such as Edinburgh, Stirling, or Perth. In doing so, we would be profiting and interesting the scholars and assisting the work of the schools in a manner which is not within the power of the School Board. I think I have said enough to show that we have practically an unlimited field before us, and we are now, I trust, to enter upon it with a due sense of our responsibilities. Do not let us be misled by the amplitude of our resources. They are such as will enable us to deal liberally but not recklessly. Every shilling spent, will, I hope, be spent with the view to its yielding an adequate return. We must enter also upon our duties in a spirit of patience. We are not planters of Jonah's gourds, but we are the beginners of work which may take years and years to develop into ripeness. We must thus be sedate and even serious men, but at the same time we must be joyous and hopeful men. We are to be the channels through which more of the joy of life is to be conveyed to every heart and home in Dunfermline, and while we may hesitate we must not halt.

This much I feel warranted in saying, that any successful provision we may make tending to the production of sweetness and light will only be a guide to something further which may be done. Sweetness and light, as I have said, constitute the pursuit of perfection, and no one has yet been able to measure the possibilities of human nature in reaching towards that goal. We are living under the law of development, and everything attained is only an earnest of what may be attained. Our founder has shown his generosity not only in placing his great gift in our keeping but in the kindliness with which he has announced he is to look upon our conduct. He anticipates our probable mistakes, and he has antecedently forgiven them if only they be honest. It must be our endeavour to make few mistakes, but probably we shall fall into some. Probably immediately good results may not follow upon our sanguine expectations. Probably disappointments may vex us and hostile criticisms may assail us, but the sympathy of the founder will be with us, and the value of the experiment we are called upon to work out will be worth all our labour and all our anxiety. Let us pursue our labours then with diligence and high hope, living ourselves in an atmosphere of sweetness and light, and conducting our business with urbanity and consideration for each other ; but yet if controversy should arise amongst us let us not be surprised. It will be an uninteresting Trust

if it do not produce debate. It may be worth while to remember that the phrase "sweetness and light" was born in the fierceness of controversy. I think its owes its origin to Dean Swift, who in one of the most polemical of writings—"The Battle of the Books"—speaks of ancient literature as furnishing mankind with the two noblest of things, which are sweetness and light. The phrase has been familiarised to us by Mr Mathew Arnold in his professedly amiable book on "Culture and Anarchy," but a book in which he deals about most shrewd blows to many who thought themselves apostles of sweetness and light. At any rate this you can be promised, that we shall have in our meetings full freedom of discussion, which it is to be hoped will always be accompanied with knowledge. For the requisite knowledge we shall have to search far and near, amongst books and amongst men, and institutions and things. Our founder designates us pioneers, and so we are; but others have gone before us, and it would be foolish not to profit both by their successes and their failures. Gentlemen, in conclusion, let me say one word as to myself. Our founder has been pleased to express his pleasure at my appointment as your chairman, and he has used words of flattery that must continue to embarrass me as long as I hold the office, but I desire to say that however undeserving I may be of his praise I shall endeavour to act so as to justify his words, and to show

that I recognise the honour which has been conferred upon me. I promise to do my best in the interests of the Trust, and to aid you to the best of my ability in the discharge of your duties. Your past experience renders you eminently fit for your work as pioneers and experimenters, and I assure you that no one knows better than our founder the high opinion I hold of your ability to give practical effect to his ideas.

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